

**SECRET**

DD / S REGIS

FILE

*Meeting  
(Deputies)*

DD/S 72-1482

12 APR 1972

MEMORANDUM FOR: Mr.

25X1

Alan:

Herewith are the papers we talked about. Since your access to them puts you in a privileged position, I would appreciate your respecting my confidence and returning the papers as soon as you can - I do not think it would be appropriate for you to make copies.

As you probably know from hearing him directly, the Executive Director has restated that the Agency shall have an affirmative and result-oriented policy.

John W. Coffey

25X1

Atts: Statistical Data on the  
CIA Equal Opportunity  
Program -- Selected  
attachments from DD/S 72-1146

DD/S:JWC:maq (12 Apr 72)

Distribution:

Orig - Adse via  c/o Senior Seminar w/note: "Don:  
Please deliver these to  who desired to borrow  
them for use in preparing his individual presentation. s/JWC"

25X1

1 - DD/S Subject w/O DD/S 72-1146

1 - DD/S Chrono

DD/S 72-1146: Memo for the Record dtd 24 Mar 72 fr John W. Coffey,  
subj: Deputies Meeting--22 March 1972

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

SECRET

DD/S 72-1146

*Meetings  
(Deputies)*

24 MAR 1972

MEMORANDUM FOR THE RECORD

SUBJECT: Deputies Meeting - 22 March 1972

25X1 1. In addition to Mr. Colby, the four Deputies, IG, GC, EEO  
25X1 (Mr. Bavis), Director of Personnel and Deputy Director of Personnel,  
Recruitment and Placement (Mr. [REDACTED]) were present. The single  
subject was the equal employment opportunity report which had been  
drawn up by Mr. Bavis and distributed prior to the meeting. Mr. Bavis  
produced a packet for each attendee which is attached. In addition  
Mr. [REDACTED] provided a recap of this fiscal year's experience with  
black professional applicants, and two newspaper clip handouts were  
distributed.

2. There was separate discussion of the problems of women and  
blacks utilizing data in the Bavis package for illustration. Mr. Colby  
stated that we must implement an affirmative policy, one which will  
produce positive accomplishments. We must get over the idea that there  
are any considerable number of positions which women or blacks cannot  
do. We should take action to move women or blacks into positions where  
they can gain experience or additional skills which will ensure that they  
qualify for and achieve advancement in the predictable future. We should  
also set goals against which senior subordinates would be held accountable  
for achievement during a stated period, for example, one year.

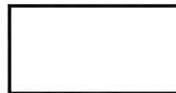
25X1 3. Mr. Bavis identified the problem areas as being GS-12 and  
above in the case of women and GS-9 and above in the case of blacks. He  
also noted that nothing had been done by PSS to work on "5 years" of  
uncorrelated data. Mr. [REDACTED] expressed the opinion that in the case of  
blacks rejections were being decided at too low a level and also without  
adequate judgment on the actual significance of applicant records.

GROUP 1  
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downgrading and  
declassification

~~SECRET~~

4. On the subject of women Mr. Duckett noted this is not just a promotion problem but also equally a recruitment problem to ensure that qualifications for higher grades are indeed present. Mr. Colby urged that action be taken to bring qualified experienced women resignees or potential resignees back on a part-time basis rather than losing their skills entirely. He also stressed the importance of supervisors attitudes in discussing return of maternity cases.

5. The final point was the once-over-lightly of the Bavis recommendations with no specific indications that they were approved for implementation although none was excluded from action.



John W. Coffey  
Deputy Director  
for Support

25X1

DD/S:JWC:llc (23 March 1972)

Distribution:

- O - DD/S Subject
- 1 - DD/S Chrono
- 1 - D/CO
- 1 - D/F
- 1 - D/L
- 1 - D/MS
- 1 - D/P
- 1 - D/S
- 1 - DTR
- 1 - CMO

Atts: Excerpts from CIA Equal Employment Opportunity Report,  
Cover Sheet (Recap of Black Professional Applicants), pages 1, 2,  
3, 10, 11, 12, and 13

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**STAT**

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**Approved For Release 2003/04/29 : CIA-RDP84-00780R004600150008-0**


72-1562

20 March 1972

MEMORANDUM FOR : Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science & Technology  
Deputy Director for Support  
General Counsel  
Inspector General  
Director of Personnel

SUBJECT : Agenda for the Deputies Meeting on  
22 March 1972

At our meeting on Wednesday, 22 March, at 2:30 p.m.,  
there will be a briefing on EEO.

  
W. E. Colby  
Executive Director-Comptroller

STAT

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DEPUTY DIRECTOR FOR SUPPORT

Approved For Release 2003/04/29 : CIA-RDP84-00780R004600150008-0

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CIA

Equal Employment Opportunity

Program

- I. Statistics on Female Employees
- II. Statistics on Black Employees
- III. EEO Program Recommendations

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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Female Employees

I. Statistics on Female Employees

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Black Employees

## II. Statistics on Black Employees

Blacks in Government  
CIA Compared with Cabinet Departments\*

<u>Department</u>	<u>All Employees</u>	<u>Black Employees</u>	<u>Blacks Earning \$15,000 and Up</u> G\$ 12
State	21,373	12.9 %	3.1 %
Treasury	93,478	14.7 %	2.0 %
Defense (Civ.)	1,052,288	11.4 %	2.0 %
Justice	37,459	9.2 %	1.4 %
Post Office	706,563	19.3 %	4.3 %
Interior	66,331	5.2 %	0.9 %
Agriculture	86,526	5.8 %	1.8 %
Commerce	28,042	16.7 %	3.7 %
Labor	10,136	26.4 %	9.0 %
HEW	104,131	21.1 %	4.0 %
HUD	14,224	18.6 %	6.3 %
Transportation	62,278	6.2 %	1.7 %
25X9 CIA	<div style="border: 1px solid black; width: 80px; height: 15px; display: inline-block;"></div>	5.05%	3.86%

\*Department data as of 31 May 1970; CIA as of 31 December 1971.

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SECRET

Recommendations

III. EEO Program Recommendations

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Recommendations

1. The Deputy Directors should be briefed twice annually on the EEO program. This will afford them an up-to-date overview of the program and give them an opportunity to compare the performance of their directorates with the others.
2. The Office of Personnel has developed a series of recruitment innovations which are described in paragraphs 6, 7, and 8 of the CY 1971 EEO Program Report. They represent a departure from previous practice and deserve your endorsement. Briefly recapitulated, they are: (a) hire a full-time minority recruiter who is a black; (b) invite black co-op officials to the Agency for briefings on our mission and for talks with black professionals here; (c) establish a panel of senior O/P, OMS and O/S officers to meet with black professionals and educators periodically in order to enhance their awareness of black culture and values; and (d) induce qualified black professional applicants to accept Agency employment through guarantees for graduate level education following a successful period of employment.
3. In order to assure support for the program at a high enough level in the directorates, the Deputy Directors should be briefed on their respective programs by the officer charged with the program responsibility. They should ascertain that the latter is senior enough, has enough access to the facts and in a position to take appropriate action. I am not sure that this is now the case in certain of the directorates. Reference here is not to the grievance aspects of EEO but to a positive program of actions that may be taken in a directorate. I should like to meet with each of you to discuss this since the ambience and requirements for each of the directorates differ.
4. The NPIC EEO program represents a prototype of the kind of upward mobility technique for lower salaried black employees that may well have some application elsewhere in the Agency and I recommend that other components particularly those with a substantial black population be exposed to it in briefings.
5. Likewise, the CS has developed a series of mechanisms to upgrade the role of women and to heighten their sense of participation in its work. Not only are women appointed to various panels and boards, but referents have been appointed in the area divisions and staffs to review the careers of women employees and make recommendations for reassignment and training. Women also have been appointed to serve on Personnel Management Committees. There may be appropriate application of this technique in other directorates and I recommend that this possibility be seriously considered and briefings arranged.
6. Since the recruitment of black professionals is the linch pin to desired changes in the Agency profile, the Executive Director-Comptroller should talk to the next convocation of Agency recruiters in Washington.

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The Deputy Directors should find an early opportunity to raise the need for a determined recruitment drive for black professionals with their office directors/division chiefs. Some office level components have no black professionals. (Some subordinate components have no black employees at all.) It is recommended that the Deputy Directors require subordinate offices to survey their component to identify those positions for which black professionals would be acceptable.

7. Carefully re-examine the validity of the OMS administered aptitude and psychological testing to determine if it needlessly discriminates against prospective minority employees. I recommend that a study group be charged with this. The latter might well look into the processing of minority candidates through the security and suitability for employment mechanisms now employed by the Agency, to determine the existence of unintentional discrimination.

8. Show, on a selective basis, in OTR and through O/P, a series of films recently produced dealing with discrimination against minorities. Several are excellent and deserve an audience.

9. Appoint a black professional placement officer as one of the four now in place in the O/P.

10. Brief appropriate career service boards and panels on EEO aims.

**SECRET**RECAP OF BLACK PROFESSIONAL APPLICANTS1 July 1971 - 10 March 1972**I**

No. of Applicant Files Received:	51
No. Carried Over from Previous Fiscal Year (received prior to 1 July 1971):	<u>10</u>
Total Available for Consideration to Date in FY 1972:	61

**II**

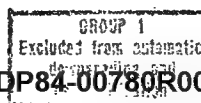
No. of Rejects/Cancellations:		27
Rejected (poor qualifications)	19	
Applicant Withdrew	5	
Security Disqualification	1	
Medical Disqualification	1	
Panel Disqualification	1	
Security Initiations:		21
Currently Under Review by Components:		13

**III**

Security Initiations, by Organization:		
Intelligence - NPIC	7	
IAS	3	
OCI	<u>1</u>	11
Support - OC	3	
OF	1	
OP	1	
CTP	<u>2</u>	7
Clan. Serv. - TSD	<u>2</u>	2
Sci & Tech - OEL	<u>1</u>	1

**IV**

Entered on Duty:		3
NPIC	1	
TSD	1	
CTP	1	

**SECRET**



# The Washington Post and Blacks on Its News Staff

By Ben H. Bagdikian

IF The Washington Post learned that an organization known nationally for its support of civil rights was being accused of racial discrimination by its black employees, The Post would rush it into print as soon as it could confirm the facts.

Since February 7, every black reporter (9) in the Post's Metropolitan reporting staff of 53 has been negotiating with the paper over their protest that the paper has discriminated against them as individuals, that the paper has not hired enough black journalists, and that no blacks are in news policy-making positions.

Nothing got into The Post until today and now only in this corner devoted to commentary on the news business. This is a national and community problem and The Post is a national and community institution. But the news didn't get into print before because none of the parties wanted it to.

The journalists involved held back from publicity because they wanted to show good faith in private bargaining and use publicity as a last-minute weapon—a nice problem in journalistic conflict with self-interest. The paper didn't want publicity because it is embarrassing to it as a newspaper, as a community institution, and as a corporation. Its radical and conservative enemies would rejoice. Newspaper corporations, like all others, hate to have their linen washed in public. Except that laundering significant linen in public is part of the business newspapers are in, a goal frequently forgotten when newspapers themselves get into troubles with unions, inner finances and hierarchical struggles. When blacks' complaints reach formal negotiations and certainly when they come to an apparent impasse, as they seem to be at this moment, this is something a newspaper cannot conceal from a community that depends on the paper and in a city where race is particularly important, just because it is happening to the newspaper itself.

**BUT THAT'S** not the larger problem.

The Metropolitan 8 (as they came to call themselves—there were 9 reporters, but one dropped out for personal reasons while maintaining support for the group) issued an ultimatum for answers to 20 questions. No one claimed personal disrespect or racial abuse. The complaints were on professional practices. The more important questions were why there had never been more than one black reporter on the National Staff of 24, or a black editor on the National Desk, why there are no black originating editors (originating editors assign and work directly with reporters) on the foreign, national, sports, financial and style desks. They asked why there was only one black originating editor on the Metropolitan Desk which handles news of the District of Columbia and its suburbs. The District is 71 per cent black, the metropolitan area 26 per cent.

Benjamin Bradlee, the executive editor, said The Post had the best history on hiring black journalists of any general circulation paper in the country. He wrote back, "The Washington Post now employs more black editors, reporters and photographers than any newspaper in America. The number is 21... Of all the 396 Washington Post newsroom employees, 37 are black, or 9.3 per cent. The average of 196 daily newspapers with more than 10,000 circulation is 2 per cent, and 149 of them had no blacks at all aboard."

There followed bargaining meetings between Bradlee and Managing Editor Howard Simons, with rotating members of the Metropolitan 8 doing the negotiating and arguing. For the black reporters (LaBarbara Bowman, Ivan Brandon, Leon Dash, Herbert Denton, Michael B. Hodge, Penny Mickelberry, Richard Prince, and Ronald A. Taylor) it was an exercise in consensus, discipline and strategy, often excruciating. For the executive and managing editors it was continuing stress and entering deeper levels of consciousness of their colleagues' emotions. But neither side was being sentimental about where they were going. From the start, the black reporters had retained a lawyer, Clifford Alexander, of Arnold & Porter, former chief of the federal Equal Employment Opportunity Commission, who may know more about this kind of negotiating than anyone else in town. The Post editors had recourse to its law firm, Williams, Connolly and Califano, who also know their way around.

On February 23 the blacks issued their Affirmative Action Program which called for all major units in the Post newsroom to be from 32 to 45 per cent black within one year.

On March 10 Bradlee and Simons replied by telling their plans for 1972 that specified hiring only four additional black professionals with plans for increased recruiting. Informally, Bradlee said the blacks' quota would require hiring 100 more newsroom people at a cost of more than \$2 million. He said he didn't like quotas anyway, since they conflict with each other. Women, for example, (who, at The Post as at all other papers, also have grievances) could demand 50 per cent of all jobs, journalists under 30 a certain percentage, etc.

The response of the blacks was a March 14 letter signed by 26 additional newsroom blacks, lacking only 3 black staff members of the total of 37 who had not been reached for their signatures. The letter said that the basic issue was not precise numbers but what role the American black would play in interpreting contemporary events in America.

THIS IS an intensely depressing confrontation for personal, professional and national reasons. It is a clash among friends and colleagues who mostly like each other and would rather be about their journalistic jobs. It is laden with guilt and frustration by everyone (including this writer who in 20



months as an editor was just as guilty as anyone else in failure to hire blacks). It is happening at The Post which believes itself to be better on this issue than any other paper.

But that's part of the cause for depression. For if The Post is the best, it is still inadequate. The whole society and its newspapers have been replaying this bitter drama almost unchanged for more than 15 years: the same black complaints based on incontrovertible fact, the same corporate answers.

The usual reason given for not hiring more black professionals is that there just aren't enough qualified ones around, that however much employers may regret it, the national history of black poverty, bad education and blocked occupational opportunity has not been sufficiently remedied to produce blacks who can compete in training and experience with their white counterparts.

But all organizations, including The Post, take chances on individuals who don't meet formal standards. Sometimes it's personal hunch, one of the sources of some great newspaper professionals. If all the hiring editors are white, isn't it more likely they will feel stronger hunches with white reporters whose culture they know than with blacks who have more unknowns for them? Editors drop their formal standards sometimes on the basis of strong recommendations from fellow professionals. What if all your fellow professionals' at your level are white and making points for young white reporters? Or some untutored kid looks like a crazy genius or is too engaging to pass up even though he has no certificate of professional competence. So chances are taken regularly and much is forgiven such sports because they are recognized as different, the hiring editor wants to be proven right in his hunch, and in-house training might add competence the person originally lacked. There are all kinds of "qualified" characteristics in the bizarre business of journalism.

press to report and interpret what is happening in a nation in turmoil when the single most powerful element in that turmoil is race? Might whatever occupational inexperience a black reporter or editor might have be compensated for by his unique insight and knowledge in the American black experience and in black/white dynamics? Doesn't the American newspaper reader need to have the benefit of these insights and can he get them if all the news and editorial decisions are made by whites?

The fact is that big-city newspapers already know the need for blacks, but in a way that is a source of bitterness and cynicism among black journalists. Most metropolitan newspapers, wire services and television stations didn't take hiring of black professionals seriously until the ghetto riots of the mid-sixties when black faces were the only ones that could get to where the news was. That's where most black journalists on American dailies, including on The Post, came from. Now that blacks aren't burning their ghettos any more, is the black's contribution to American journalism less important?

As usual, the press and government interact on each other. When ghettos stopped burning, the brave promises of massive change were forgotten, politics turned to other things and newspapers lost their sense of urgency in hiring blacks. Fifteen years ago the President did not go on the networks protesting the hundreds of thousands of black children being bussed to make certain that they did not attend their now suddenly sacrosanct neighborhood schools. So now the priorities have reversed themselves and the vast majority of newspapers have gone along with looking the other way.

To remedy the lack of blacks in their share of institutional and social decision-making in American society there has to be an acceleration of hiring, promoting and on-the-job training. And there is no question that to this degree it diminishes the chances for the black's white counterpart. It is, in a sense, unfair to this generation of whites, the same kind of unfairness that was visited on young blacks for ten generations. But sooner or later someone is going to have to pay the moral dues of 300 years of a racial caste system that is destructive of the heart of this society. This is the generation that has been chosen to pay those dues. But let no one think that it is only whites who pay; the young blacks engaged in the struggle pay emotional costs that destroy some of them.

A few years ago, the country's leaders were telling our children that this acceleration of black movement into normal channels of society was not a penalty but an opportunity. Most of the younger generation accepted it. They were willing to pay for the sins of their fathers. But now the adults and their institutions have lost their urgency and are looking for other priorities.

James Aronson, writing recently in the *Antioch Review*, reported that many prominent black journalists have given up on the white press and think the only hope is the black press. One hopes they are wrong. This society is already separating into two parts, white and black. The polarizing of good journalists out of white newspapers is a part of the evolution of two nations out of what should be one. The failure to place blacks in influential positions in the media is more than a failure of the journalistic trade, but of the best system to reach the consciousness of the rest of a country faced with the prospect of cultural schizophrenia. If the racial separation of this nation continues, it will produce problems of such tragic magnitude that the problem of upgrading black journalists on American daily papers will seem ridiculously simple by comparison.

## The Washington Post

EUGENE MEYER, 1875-1959  
PHILIP L. GRAHAM, 1915-1962

KATHARINE GRAHAM  
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# Black Diplomat Badly Needed

**WANTED:** an unusual person who has the traits of a Jackie Robinson, Muhammad Ali and Thurgood Marshall to be the first black American diplomat assigned to the U.S. embassy in South Africa.

IT MAY SOUND like a tall order. But many top State Department officials feel that the first black diplomat assigned there must have an extraordinary degree of skill, as well as emotional and intellectual toughness, to cope with a two-year stint in a country where apartheid—total segregation—governs the relationship between blacks and whites.

The Robinson, Ali and Marshall analogy was used by Deputy Assistant Secretary of State for African Affairs W. Beverly Carter Jr. after he returned from South Africa in 1970.

He said he feels the same way now, after the issue resurfaced this week when Sen. Jacob K. Javits (R-N.Y.) released a State Department letter saying that assigning a black diplomat to South Africa is under "active and most serious consideration."

SUCH A MOVE is overdue. As Rep. Charles C. Diggs Jr. (D-Mich.), chairman of the House Foreign Affairs Subcommittee of Africa, put it, it is "inexcusable" that the State Department has not acted before now.

As State's own regulations say, "assignments to all positions" are made without consideration of "race, color, religion, sex, or national origin" and no diplomatic mission can refuse an assigned employee on the basis of "race, color, religion, sex or national origin."

Putting this into practice as far as blacks and South Africa are concerned, however, has presented some problems—some real, some imagined.

One of the major considerations is whether South Africa would accept a black American diplomat. Many officials at State feel there is now a good chance that it would.

Recently, several prominent American blacks visited South Africa. Among them were Carter, Diggs and columnist Carl Rowan. NAACP executive secretary

Roy Wilkins is expected to go shortly.

When the recent visitors returned, none disguised their distaste for apartheid, but all of them said they felt that a black diplomat could cope and that such an assignment would be a plus for American foreign policy.

Also, the rapport a black diplomat would have with the majority of South Africans and the black perspective he would bring to his reporting would add a much needed dimension to information about that country.

**ANOTHER REAL** problem is that there are so few black Foreign Service Officers. Out of 3,020 career FSOs, only 46, or 1.5 percent, are black. Of these, four are ambassadors. The numbers and percentages are only slightly better in other categories, such as reserve FSOs and staff personnel. The talent hunt for the first black to go to South Africa is confined to 42 officers, however.

One of the imagined problems is that a black diplomat would find himself in a situation that he would find intolerable. Not so, in the judgment of the blacks who have been there.

By international law, his diplomatic passport would shield him from much of the unpleasantness of apartheid. The slights he and his family might encounter in a restaurant, theater or shop would be no worse than, say, what blacks faced in most parts of the United States before the mid 1950s or even today in the rural south.

Even that, though, is hard to accept nowadays. But because the person who is finally selected will be a professional diplomat—with all that that means—he would not have to be so unusual as all that. Nor would he be so lonely or isolated, as some persons have suggested, in a country whose population of 21,314,000 is about 85 percent non-white.

The issue, really, is for the State Department to move on from the "active and most serious consideration" stage and to name the first black to serve in a U.S. diplomatic mission in South Africa. Or, as the brothers might say, to get on the case.

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DD / S R

FILE

72-1226

29 February 1972

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support

THROUGH : Executive Director-Comptroller

SUBJECT : EEO Program Recommendations

In late January I submitted to the Executive Director-Comptroller an overview of the Agency EEO Program and made a series of recommendations to him. He asked that I prepare a short formal briefing on the program to be presented at an early meeting of the Deputies and that I send the recommendations to you ahead of time. So that you will have an appropriate context within which to consider them, I have attached certain of the paragraphs from the above report for your review.

/s/ William S. Bavis

William S. Bavis  
Director, Equal Employment Opportunity

Attachments:

EEO Program Recommendations  
Certain paragraphs of EEO Report

Recommendations

1. The Deputy Directors should be briefed twice annually on the EEO program. This will afford them an up-to-date overview of the program and give them an opportunity to compare the performance of their directorates with the others. OK

2. The Office of Personnel has developed a series of recruitment innovations which are described in paragraphs 6, 7, and 8 of the CY 1971 EEO Program Report. They represent a departure from previous practice and deserve your endorsement. Briefly recapitulated, they are: (a) hire a full-time minority recruiter who is a black; (b) invite black co-op officials to the Agency for briefings on our mission and for talks with black professionals here; (c) establish a panel of senior O/P, OMS and O/S officers to meet with black professionals and educators periodically in order to enhance their awareness of black culture and values; and (d) induce qualified black professional applicants to accept Agency employment through guarantees for graduate level education following a successful period of employment.

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5. Likewise, the CS has developed a series of mechanisms to upgrade the role of women and to heighten their sense of participation in its work. Not only are women appointed to various panels and boards, but referents have been appointed in the area divisions and staffs to review the careers of women employees and make recommendations for reassignment and training. Women also have been appointed to serve on Personnel Management Committees. There may be appropriate application of this technique in other directorates and I recommend that this possibility be seriously considered and briefings arranged.

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7. Carefully re-examine the validity of the OMS administered aptitude and psychological testing to determine if it needlessly discriminates against prospective minority employees. I recommend that a study group be charged with this. The latter might well look into the processing of minority candidates through the security and suitability for employment mechanisms now employed by the Agency, to determine the existence of unintentional discrimination.

8. Show, on a selective basis, in OTR and through O/P, a series of films recently produced dealing with discrimination against minorities. Several are excellent and deserve an audience.

9. Appoint a black professional placement officer as one of the four now in place in the O/P.

EEO Program Report, CY 1971

1. Background. I have experienced some difficulty in preparing this report for you. An uncomfortable impression that I developed at the outset, which still persists, but to a lesser degree, is that we may not have a program at all, but rather, a group of disparate, loosely coordinated and unfocused efforts which, however well meant, cannot legitimately be termed an Agency program as such. Many people are not aware that an EEO program exists in the Agency. Others tend to characterize it purely in narrow terms of the grievance process. Perhaps this is because the only reference to the program at the Agency level appears only once each year and focuses on complaint counseling. Still others are familiar with and support some of the component level EEO programs but regard the overall effort as well meaning but passive.

2. This is not to say that we should in any way fail to give full marks for the very commendable efforts of individual components like NPIC and IAS which have substantial black personnel management and black recruitment problems and are doing something about them. Nor is it to suggest that the Office of Personnel has not pressed on with both energy and imagination in its black professional recruitment efforts. What the above does say is that there is not an adequate awareness at all levels of the Agency's EEO policy and without it, any effort to recruit more blacks, or to upgrade those we have on board, or to better the position of women may not be as successful as we'd like it to be.

3. The EEO program in CIA has two dimensions. The first essentially concerns grievances and is the subject of an annual notice to all employees which describes a method of informal counseling for resolving EEO problems. It also sets out special grievance procedures and identifies by name EEO Counselors and EEO Officers in the various directorates. This represents the only visible and publicized aspect of the EEO program at the Agency level. Informal counseling by EEO Counselors, who are otherwise full-time personnel placement officers, apparently has proved effective in resolving the few complaints of discrimination at the grass roots level that have been lodged by Agency employees in recent years. In fact, only one complaint has ever gotten to the General Counsel level in the Agency. Although the counseling and grievance procedures set up for EEO purposes are an important part of any EEO program, the more positive aspects of the Agency's efforts noted below have deserved and received much greater attention.

4. The second element of the EEO program is represented by a broad spectrum of activities by the various components conducted on a decentralized and decidedly low profile basis which in the aggregate constitute a positive EEO program. More often than not, they are carried out without an EEO label.

Perhaps the best example of this is NPIC's "Opportunities Program" which is clearly designed to develop EEO-type job opportunities, through training, for lower grade black employees. It is a new and very commendable, but as yet, unproved part of a broader NPIC program. It need not bear an EEO tag but it could do so proudly. Other components, which similarly have relatively large numbers of black employees, like the new Information Processing Division of the DDP and the Central Reference Service of the DDI do not have positive EEO programs but maintain that their administration of personnel is done on the basis of absolute fairness and objectivity in the training, reassignment and promotion of all employees regardless of origin, and from what I know of these components, I have little reason to question the latter.

5. During the past few years we have witnessed a change in the orientation of EEO programs in the U.S. Government from one of almost total concentration on the black minority to one that shares a concern for opportunities for women. In CY 1970 fairly significant emphasis on improving career opportunities for women has developed in the CS and to a less visible degree in the other directorates, with indications that this represents a trend which Agency management should take into account. There has been a demonstrable discrimination against women in this Agency and a continuing effort must be made to avoid it in the future. There are encouraging signs that this is becoming more broadly recognized. Our approach to this problem differs from our approach to black employment in all essentials.

6. The Agency EEO Program at the End of 1971. Equal Employment Opportunity programs during CY 1971 continued to make modest advances in the areas of minority employees and women. The profile of black employees remained, as it has for years, at approximately 5.1 percent of the Agency population. Black employees who have achieved middle level professional status (GS-9 and above) in the Agency by virtue of promotion from within or by recruitment at professional levels are still discouragingly few despite a recognition some years ago of the need to bring more qualified black employees into the Agency. A much more intensive recruitment effort is now in its second year but has produced few black professional employees, despite the introduction of new recruitment techniques and higher priorities. The co-op program in the Agency has been exploited belatedly but much more vigorously in the last year as an EEO vehicle for black recruitment but will produce only a handful of prospective employees over the next three to four years if recent experience with it is any indication. It is recognized by all concerned with it that some new departures in the recruitment process are now very much in order. By year's end the Office of Personnel had already taken or was prepared to take actions which represent concrete and explicit ways to break out of the impasse in which it found itself. It plans to hire a full-time minority recruiter who is himself a black, as well as appoint a black placement officer. It plans to bring to Washington as guests of the Agency a select group of black co-op officials who will be briefed on the Agency's mission, talk to the only two black co-op students now on board as well as black



professional employees, and see for themselves the professional environment in which black co-op students would work -- with an eye to having them influence the job choices of their students. The Office of Personnel is also planning to establish a panel of senior OP, OMS and OS officers who will be exposed to knowledgeable black educators to enhance their awareness of the cultural biases, career expectations and attitudes of black college students. This, coupled with a current recognition by senior Office of Security and Office of Personnel officers of the need to re-examine the overall security evaluation process as it relates to minority candidates for employment will, hopefully, lead to more effective and realistic assessments. There is also, in my view, a need to re-examine the validity of the OMS-administered aptitude and psychological testing program to determine if it needlessly discriminates against prospective employees coming from a black culture and black schools. I have already begun informal discussion with OMS and OP on this.

7. The Director of Personnel is prepared to request the allocation of funds for external training for qualified black employees in programs leading to graduate degrees in various disciplines. The principal purpose of such an arrangement for a prospective black employee would be to induce qualified applicants to accept employment with the Agency, with the understanding that Agency-sponsored training could be guaranteed certain new employees after the satisfactory completion of a year or so of employment. This arrangement represents a brand new edge which our recruiters now lack and which, hopefully, would provide critical leverage in situations where we need to match similar offers being made by universities and talent scouts for private industry. I have come to the conclusion, as my predecessor had, that the only way to change the Agency image with regard to minority employment is through intensified recruitment of black professionals. Non-professional black employees are on the whole being managed reasonably well and the great majority have made progress commensurate with their abilities and education, according to studies made by OP during the past year, with which I am inclined to agree. Aside from upgrading these black employees now on board through training and counseling, it would appear then that recruitment represents the only viable way, in the foreseeable future to effect the Agency minority profile.

8. This raises the question of how best to exploit the new departures in recruitment that are near the implementation stage. You are aware that the middle level bureaucracy, despite a commendable college try, cannot be expected to carry the whole load in efforts of this kind. We must find a way to use the whole organization. If we are successful in enlisting much broader organizational support for this purpose, it will help to solve one of the problems facing the Office of Personnel, i.e., the less than committed and sometimes capricious attitudes of components reviewing files on black applicants. OP now requires an explanation and a well-documented applicant file in cases where components turn down minority applicants, but this has not as yet had much effect one way or another. I propose that after further study of how best to broaden the

recruitment base for minority candidates, that at an early date you personally appeal to the Deputy Directors and set in motion a series of arrangements which will ultimately produce data on young black professionals whom Agency officers can approach, under OP aegis, for recruitment consideration. I am convinced that much greater use can be made of the multiplicity of contacts that Agency officers have, or can develop, with blacks. The Agency must apply the same creativity, imagination and ingenuity to this challenge as it has traditionally brought to others. For a recruitment program to succeed everyone in the organization must understand that it has the active support and sponsorship of top management. Unless it is understood to be everyone's concern, it will not be achieved. This raises a question of guidance from you on just how visible the positive EEO program in the Agency might be.

9. Highlights of directorate activities which are recorded more fully in the attached reports from EEO officers are noted in the paragraphs below.

16. Complaints of Discrimination in 1971. With regard to complaints, only four individuals sought the help of EEO Counselors during the year. Three of them accepted the advice of their Counselors to seek redress through normal management channels or were otherwise persuaded that their complaints were not valid. The fourth, an NPIC employee, registered a complaint of discrimination with a Counselor in November 1971 and later decided to seek redress through IG channels. An unresolved case, involving [redacted] a formal complaint in CY 1970, has as yet to be concluded one way or another and must be considered dormant.

17. EEO Trends. There is one trend in personnel management that seems to have taken shape during the past year and that is the systematic assessment of individuals in the longer term and identification of ways to broaden their interests and capacities. The way in which this is being done is different in each directorate, but the fact that it is being done, particularly for the minority employees and females, is important in itself. The various arrangements that have come to my notice in recent months are distinguished by their forthrightness and are certainly an encouraging development.

18. A few more women are being sent to management courses, and more are being named to personnel career boards and personnel management committees than heretofore. We should continue to stress that when black employees of appropriate grade and qualification can be identified, they too should be sought out for similar training and appointments. The individual line components must be encouraged to take the initiative to do this.

20. The Office of Personnel should be credited with a commendable exploitation of the institutional personnel management system for positive EEO program purposes. For example, it will continue to select at random and review the Agency work records of individual members of minority groups. The Director of Personnel will recommend specific training or reassignment actions whenever it appears that their skills and qualifications are not being fully developed or utilized. Reviews were completed

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25X1 for approximately 60 percent of our professional and 40 percent of our non-professional employees by late August 1971. It is expected that the review of all minority employees will be completed in CY 1972. The degree to which directorate EEO Officers can become meaningfully involved with the Office of Personnel in this endeavor represents an area into which I will soon inquire. It has been responsive as well to related Civil Service program proposals which include an increase in co-operative work-study arrangements with Negro colleges, and a third experimental program in clerical recruitment and training (from inner-city black areas). It goes without saying that the Office of Personnel has truly intensified its program to recruit black and female professionals. I have personally reviewed their black recruitment efforts and have been in continuous consultation with Harry Fisher, [ ] and their principal subordinates on how we might make them pay off. The initiatives cited in paragraphs 6 and 7 of this paper are evidence, I believe, of a renewed determination.

21. Black Statistics. As I have already noted, I believe subject to further inquiry, that black employees in CIA today generally occupy positions consistent with their ability and education. Over a period of 13 years their average grade has increased slightly from 4.75 to little more than 6.4 (no doubt influenced to a degree by creeping grade inflation throughout the Federal service). The percent employed under the GS schedule has increased from 63.5 percent to over 80 percent in 1971 and the tiny group of blacks in the professional ranks with grade GS-11 or higher has increased from seven in 1958 to 50 in 1971.

22. Blacks hold 15.2 percent of 2.6 million civilian jobs in the U.S. Government, a higher proportion than their 12.9 percent of the population would seem to warrant. In the 12 Cabinet departments in the Executive side of the Government over 26 percent of the employees in the Department of Labor are black; 21 percent in HEW; 12.9 percent in the Department of State . . . and 5.2 percent, the lowest, in the Department of Interior. The Agency percentage is now and has been about 5.1 percent for some years. This represents a static situation of long duration which we continue to face. The latest statistics available on black employment in CIA reveal that as of 30 May 1971 there was little change in profile. I have asked for statistics through 31 December 1971 and will forward them to you as soon as they are available.

23. The black professional recruitment scoreboard for the period July - December 1971 is as follows:

-- approximately 250 recruiter contacts with possible prospects.

-- from these 44 completed applications were received and of these about half were canceled for a variety of reasons. The remainder are in some stage of consideration. A total of three black professionals entered on duty. The Office of Personnel fervently hopes that a similar number can be acquired by 30 June 1972.

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CONFIDENTIAL

18 APR 1972

MEMORANDUM FOR: Mr. Coffey via Mr. Wattles, Mr. [ ]  
SUBJECT : Equal Employment Opportunity Program

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1. On 17 April [ ] met with Bill Bavis regarding Support Directorate equal employment activity. We advised Mr. Bavis of the DDS Office Heads meeting at which EEO objectives were discussed. Mr. Bavis said he would be in touch with you to schedule a further discussion on this subject.

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2. Mr. Bavis emphasized that Mr. Colby is keenly interested in seeing concrete results from the EEO Program. He does not wish to see quotas established but he does wish to see goals set, at the Office level, for the six month periods ending 31 December 1972, 30 June 1973, and 31 December 1973. At the end of each period, Office-level reports should be forwarded through Deputy Directors to Mr. Colby. The emphasis is being placed upon Office EEO activity.

3. The goals are to be set in three areas, numbers of positions involved at each grade level are to be given:

- a. Promotion of women to grades GS-12 and above (with special emphasis on those promotions to GS-15).
- b. Promotion of blacks to grades GS-09 and above.
- c. Professional positions (GS-09 and above) for which blacks can be recruited.

4. Mr. Bavis indicated that we will find it necessary to accelerate in all ways the applicant processing of blacks, particularly placing responsibility upon the operating components for making prompt decisions and for monitoring the unimpeded processing of the case.

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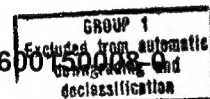
5. Mr. Bavis also said that the absence of a vacant position or lack of headroom would not be viewed by Mr. Colby as valid reasons for not promoting women or blacks or hiring black professionals.

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Acting Chief, Support Services Staff

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